

LINKAGE

The 2004 Linkage
**Excellence in Management &
Leadership Series**

Half Truths of Leadership

Participant Guide



Featuring Dr. Henry Mintzberg

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Dear Participant:

Welcome to the Linkage broadcast, *Half Truths of Leadership*. This is the seventh of ten broadcasts in Linkage's 2004 Excellence in Management & Leadership Series and features Dr. Henry Mintzberg who politely suggests that we pause and think about many of the management mantras, business buzz phrases, and leadership lessons that bombard us as truths. By blindly accepting these truths without reservation, question, or modification, we oversimplify the complex activities known as management and leadership and, in the process, damage our credibility and our effectiveness.

Henry Mintzberg is Cleghorn Professor of Management Studies at McGill University in Montreal. He has published over 130 articles and 12 books including his most recent, Managers Not MBAs: A Hard Look at the Soft Practice of Managing and Management Development. He has been elected Officer of the Order of Canada and of l'Ordre national du Quebec. In 2000, he was awarded Distinguished Scholar for the Year by the Academy of Management.

In this 90-minute presentation, Dr. Mintzberg identifies ten half-truths of leadership, half-truths that many of us accept with faith and act upon with fervor. In fact, many of our company's mission statements are based on some of these half-truths. In the process, Dr. Mintzberg argues, we relinquish our ability to think and judge and choose – all required actions of effective leaders.

Expect to recognize many of these half-truths as core to your management and leadership philosophy. Anticipate challenging your own leadership truths. Look forward to emerging from this presentation with a deeper commitment to those things that ARE true, including your own skills as a leader.

In this broadcast, you will learn:

- How to reshape your thinking about ten commonly-accepted “truths” in management and leadership
- How to increase your leadership and management savvy through critical thinking
- How to spot and debunk other “truths”

As a result, you will be able to spot true leaders and managers and help both become valuable contributors to your organization. You'll develop – and be able to help others develop – that elusive leadership skill: thinking.

Whether you lead a project team or a Fortune 50 company, this broadcast and follow-up training will challenge you to take your leadership to new heights and new levels – and become a better person along the way.

These participant materials have been designed to complement your participation in this broadcast with Henry Mintzberg. Use the materials **before** the broadcast to learn more about Dr. Mintzberg and his philosophy of management and leadership.

Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Dr. Mintzberg via fax,

telephone, and/or email. Dr. Mintzberg will speak for the first 60 minutes and then respond to questions for the next 30 minutes. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Use the materials as your ongoing source of renewal, energy, and direction – your reminder that all is not as it seems.

About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, and Brussels. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

Upcoming Events

Please join us for these upcoming programs. These broadcasts are offered live, by Linkage, on the following dates and times. Please check with the individual responsible for the broadcasts within your organization for any internal changes to the schedule.

October 18, 2004 (11:00am – 12:30pm EST/5:00pm – 6:30pm GMT)

Global Leadership – **Mikhail Gorbachev**, Former President of the Soviet Union and 1990 Nobel Peace Prize Laureate

November 17, 2004 (11:00am – 12:30pm EST/5:00pm – 6:30pm GMT)

The Essential Transition: Helping Managers Learn to Lead – **General Tommy Franks**, Four Star General, Former Commander and Chief, U.S. Central Command

November 30, 2004 (11:00am – 12:30pm EST/5:00pm – 6:30pm GMT)

Lessons in Leadership – **Richard Branson**, Founder and CEO of Virgin Corporation

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SECTION 1

PROGRAM MATERIALS

"Add a few drops of malice to a half truth and you have an absolute truth."

Eric Hoffer

"By doubting, we come at truth."

Marcus Tullius Cicero

Introduction and Basic Premise

Believe those who are seeking the truth. Doubt those who find it.

- Andre Gide

Management and Leadership Cannot be Learned In a Classroom (or in a Book)

Henry Mintzberg believes that both management and management education are deeply troubled, but that neither can be changed without changing the other.

Mintzberg asserts that conventional MBA classrooms overemphasize the science of management while ignoring its art and denigrating its craft, leaving a distorted impression of its practice. We need to get back to a more engaging style of management, to build stronger organizations, not bloated share prices. This calls for another approach to management education, whereby practicing managers learn from their own experience. We need to build the art and the craft back into management education, and into management itself.

Mintzberg examines what is wrong with our current system. Conventional MBA programs are mostly for young people with little or no experience. These are the wrong people. Programs to train them emphasize analysis and technique. These are the wrong ways. They leave graduates with the false impression that they have been trained as managers, which has had a corrupting effect on the practice of management as well as on our organizations and societies. These are the wrong consequences.

Mintzberg describes a very different approach to management education, which encourages practicing managers to learn from their own experience. No one can create a manager in a classroom. But existing managers can significantly improve their practice in a thoughtful classroom that makes use of that experience.

From the dust jacket of Managers Not MBAs: A Hard Look at the Soft Practice of Managing and Managing Practice.

A Symptom of our Times

While in his book Dr. Mintzberg takes aim squarely at the MBA as the wrong solution for the wrong problem involving the wrong people, he reflects on why this is. In his book he ponders:

You might think that beginning a career in this way – detached from making and selling, and managing itself – would hardly launch people on the road to leadership positions in large enterprises. Yet the evidence is opposite. MBAs are becoming CEOs in increasing numbers.

To his point, Dr. Mintzberg traced the success of a group of very famous CEOs who graduated from a prestigious business school to find out that the majority eventually failed (most miserably and a few several times) as leaders of their companies.

Why, with the track record that MBA programs have, do companies continue relying on the MBA as a promotion and assignment tool?

The answer may be expedience and self-protection: Got an MBA? Check! Welcome to the executive suit! If the manager fails, we can blame the school. Simple and safe. We as hiring managers are relieved of the need to think.

Half-Truths Abound

As with the above case of “MBA=effective leader”, we tend to gravitate toward the half-truths. The half-truth is that MBAs are exposed to many elements of business such as finance and marketing and that this exposure may be better than NOT having it. The other half of the truth is that MBAs often are missing the experience to effectively integrate their analytic skills appropriately AND are missing the “soft skills” to effectively lead and motivate their employees to action.

As leaders, we accept many of the half-truths that are rampant today, thanks in large part to increased media hype and saturation. Pick up any business paper and read:

- We live in times of great change!!
- The world is becoming more global!!
- The heroic leader saves the day (and the company)!!

While these make for great headlines, their lessons make for lousy leadership and managerial development:

- Certainly there’s change (half-truth), but most things haven’t changed, and we only notice what has changed. To lead and manage as if the sky were constantly falling (now THERE’S a change!), results in fatigue, anxiety, and meltdown.
- Certainly there are more opportunities for global trade and interchange (half-truth). But for most of us, the majority of our business is done locally. Managing or leading globally when your customer base is largely local could prove disastrous.
- Most of us are not the kind of heroic leaders that make the front page of the business section. Could it be that really good management and leadership is done quietly? Could it be that great management looks pretty boring? Heroic leaders may inspire us (a half-truth), but real leaders lead quietly, day in and day out, without major incident.

*“Losing an illusion
makes you wiser than
finding a truth.”*

Ludwig Borne

"Half a truth is often a great lie."

Benjamin Franklin

The Danger of Half-Truths

Half-truths are dangerous – not simply because they omit the full truth, but because they cause us to act without thinking. Half-truths sound plausible. However, acting on a half-truth without thinking can be deadly for a manager, leader, or organization.

As mentioned in a previous broadcast (Sherron Watkins and Dr. Joseph Badaracco on ethical leadership), true leaders work quietly making thousands of decisions that change – in small but very significant ways – the world in which they and their employees live. True leaders are shaped by the decisions they make. In turn, the organization and the people in it are shaped by the leader's decisions and actions.

Half-truths dilute the leader's decision making. Basing decisions on only half the truth results in more than just ineffectual decision-making. Basing leadership decisions on half-truths may lead the organization down the wrong path – and to failure. Basing leadership decisions on deliberate thought and choice results in sound, mature judgments – and organizational success.

Question-and-Answer Session

Dr. Mintzberg will dedicate the last 30 minutes of his live broadcast to answer your questions. Complete the Question Sheet on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Sheet. Your seminar coordinator may gather your questions and send them in collectively either before or during the broadcast.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be answered during your post-broadcast activities.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: http://www.linkageinc.com/dis/satellite_evals.shtml.
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 21 of this participant guide.

"A leader is a dealer of hope."

Napoleon

Pre-Broadcast Reading: Balanced Management

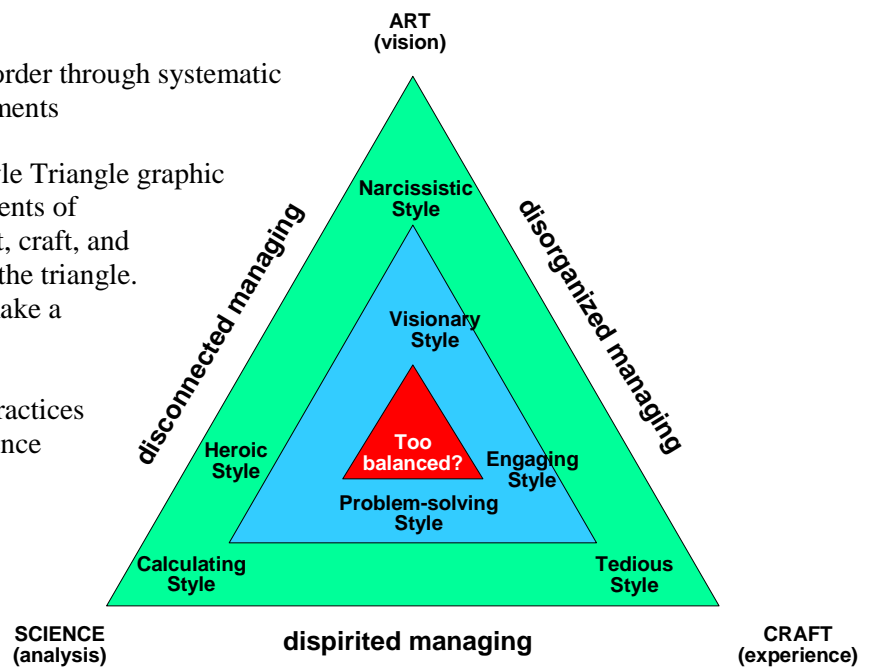
Effective managers and leaders draw from their experiences and intuition to analyze a situation and determine the best solution to a problem or the best path to take.

Management and leadership, then, can be viewed as the composite of three primary elements:

- Art – encourages creativity, intuition, vision
- Craft – makes connections, building on tangible experiences
- Science – provides order through systematic analyses and assessments

Consider the Managerial Style Triangle graphic on the right. The three elements of leadership/management – art, craft, and science – form the points in the triangle. From this graphic, we can make a number of conclusions:

- The manager who practices all craft with no science or art is *tedious*.
- The manager who is all vision and creativity with no experience or analysis is *narcissistic*.



A Managerial Style Triangle (Mintzberg)

- The manager who applies only scientific technique without vision or experience is *calculating*.
- The manager who leads with experience (craft) and vision (art) but without analysis (science) may be *disorganized*.
- The manager who leads with experience (craft) and analysis (science) but without vision (art) may be *dispirited*.
- The manager who leads with analysis (science) and vision (art) but without experience (craft) may be *disconnected*.

- Balance is not necessarily a good thing. Flexibility and versatility are most important. Being able to select and use the managerial/leadership style that is most appropriate for the situation is prized over balance.

Effective managers and leaders can draw from their experience (craft), their analysis (science), and intuition/creativity (art) to provide the best solutions and lead most effectively.

"In order to be successful, you must be willing to do the things today others won't do, in order to have the things tomorrow others won't have."

Les Brown

Pre-Broadcast Activity: What are YOUR Leadership Tendencies?

Linkage developed the following instrument based on Mintzberg's work to help you determine YOUR leadership tendencies. Below each of the following eight statements are three endings. Rank the three endings 1, 2, or 3 with 1 being the ending that is MOST like you and 3 being the ending that is LEAST like you. You **must** make a choice! Write 1, 2, or 3 in the associated unshaded box on the right.

Statement:	Rank the answers: 1=I believe this most, 3=I believe this least		
1. I tend to make decisions based on my:			
a. Gut reaction.			
b. Experience.			
c. Analysis of the situation.			
2. When managing, I:			
a. Am not afraid to try something new.			
b. Rely on what's worked in the past.			
c. Analyze the situation, variables, and contingencies carefully.			
3. I prefer vision statements that are:			
a. Creative and bold.			
b. Built off of tradition.			
c. Based on research and analysis.			
4. People say that I am:			
a. Creative and imaginative.			
b. Traditional and steady.			
c. Objective and analytical.			
	A	B	C

Continue the inventory on the next page.

Statement:	Rank the answers: 1=I believe this most, 3=I believe this least		
5. In my opinion, the best way to influence people is to appeal to their:			
a. Imagination; empower them.			
b. Loyalty and history; engage them.			
c. Sense of logic and reason; enlist them.			
6. When the team faces a new challenge, I:			
a. Explore novel approaches.			
b. Review past similar situations and leverage the experiences.			
c. Analyze the situation carefully and select the best option.			
7. Performance issues most often crop up when an employee:			
a. Isn't empowered.			
b. Doesn't know how.			
c. Doesn't know what's expected.			
8. The thing that makes me a good leader/manager is:			
a. My creativity and imagination.			
b. My experience.			
c. My intelligence/problem-solving ability			
	A	B	C

Interpret the inventory results on the next page.

Interpreting the Results

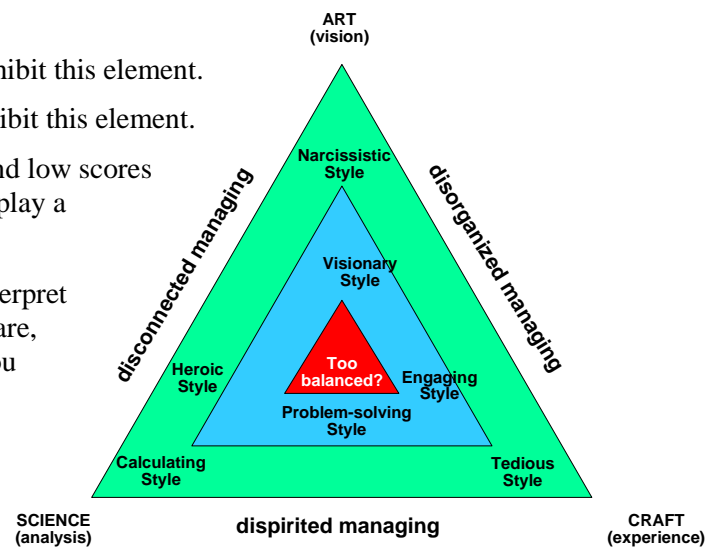
Leadership/management, according to Dr. Mintzberg, is a combination of art, craft, and science. Each column (A-C) represents one of these three different management/leadership elements as indicated in the following chart. For each element/column, add together the scores for that column (don't forget to add together all eight scores!). You will get a score between 8 and 24 for each element; the total for all elements will be 48.

Management/Leadership Element	Score (#1-8)
A = Art (Vision)	
B = Craft (Experience)	
C = Science (Analysis)	

For each element:

- The lower the score, the more you exhibit this element.
- The higher the score, the less you exhibit this element.
- If the difference between your high and low scores is small (less than 5), you seem to display a balance of elements.

Use the diagram on the right to further interpret your inventory results. While the results are, admittedly, unscientific, they may give you additional insights into your leadership strengths and areas for development.



1. Based on your interpretations, what are your top two leadership strengths?

2. Based on your interpretations, what two areas need the most development?

This completes the leadership inventory.

During The Program

- Participate!
- Submit questions to be addressed by Dr. Mintzberg during the question-and-answer session. He will speak for the first 60 minutes and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet (found on the next to last page of this guide), submit an e-mail, or call in when prompted during the program.
- Dr. Mintzberg asks that you engage in the presentation and subsequent questions and answers. If you wish, use the following pages to take notes on points important to you.

“A lie can travel halfway around the world while the truth is putting on its shoes.”

Mark Twain

Notes on Half Truths of Leadership

As you listen to Dr. Mintzberg, you will want to use the following pages to take notes.

½ **We live in times of great change.**
We don’t notice all the things that haven’t changed.

“Truth emerges more readily from error than from confusion.”

Sir Francis Bacon

1½ The world is becoming more global.
The world has long been global, and business too remains local.

“The pure and simple truth is rarely pure and never simple.”

Oscar Wilde

2½ There is a new economy.
There is always a new economy.

*"I never give them hell.
I just tell the truth and
they think it's hell."

Harry Truman*

3½ Management sits on top.
A management that sits on top of a network organization is out of it.

4½ From this top come decisions and strategies for everyone else to implement.
From everywhere, "implementation" included, come little decisions that can
emerge into big strategies.

*"Nothing overshadows
truth so much as
authority."

Leon Battista Alberti
(1404-1472)*

*“Truth stood on one side
and Ease on the other;
it has often been so.”*

Theodore Parker

5½ People are human resources.
I am a human being. Are you a human resource?

*“The pursuit of truth
shall set you free – even
if you never catch up
with it.”*

Clarence Darrow

6½ These human resources need to be empowered.
In a healthy organization, human beings are naturally empowered. (They can, however, be inspired.)

“The most dangerous untruths are truths slightly distorted.”

G. C. Lichtenberg

7½ Organizations need heroic leaders.
Organizations need engaged people—quiet, humble, thoughtful. (Leaders too!)

“The least initial deviation from the truth is multiplied later a thousandfold.”

Aristotle

8½ These heroic leaders embrace change; those human resources resist it.
Engaged people resist the ill-considered changes of heroic leaders, promoting other necessary changes instead.

*“There are truths which
can kill a nation.”*

Jean Giraudoux

9½ Measurement counts.
Measurement mesmerizes, and so confounds.

10. MBA programs develop managers (whole falsehood).
You can’t create a manger in a classroom.

*“Truth is what stands
the test of experience.”*

Albert Einstein

Post-Broadcast Activities

Complete and submit the program evaluation form found on the last page of this guide or online at: http://www.linkageinc.com/dis/satellite_evals.shtml.

Activity 1: Self-Reflection and Discussion

- What did Dr. Mintzberg say that had the most impact – the most relevance – for you and your organization?

- Of the half-truths Dr. Mintzberg covered, which do you **know** to be half-truths based on your personal experience? What experience exposed the whole truth?

- Consider **one** of the previously listed experiences. How are you a different manager or leader having had the experience? Please be as detailed as possible.

"The opposite of a correct statement is a false statement. The opposite of a profound truth may well be another profound truth."

Niels Bohr (1885-1962)

"In the mountains of truth you never climb in vain.

Either you already reach a higher point today, or you exercise your strength in order to be able to climb higher tomorrow."

Friedrich Nietzsche

"If a man has any greatness in him, it comes to light, not in one flamboyant hour, but in the ledger of his daily work."

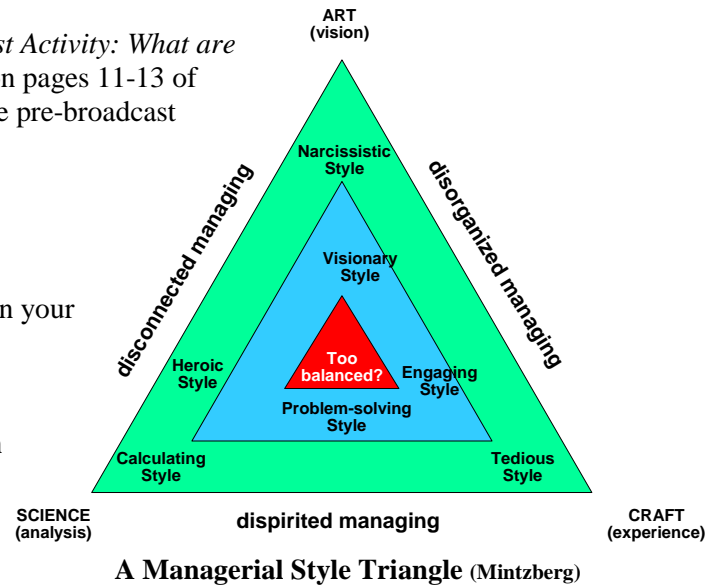
Beryl Markham,
20th-century English
adventurer and author

Activity 2: What are YOUR Leadership Tendencies?

This activity builds off of *Pre-Broadcast Activity: What are YOUR Leadership Tendencies?* found on pages 11-13 of this guide. If you haven't completed the pre-broadcast activity, please complete it now.

Discussion Questions

- Think about managers and leaders in your past and present.
 - Which of these leaders tends to rely most on craft/experience in decision-making?
 - Which of these leaders tends to rely most on art/vision?
 - Who tends to rely most on science/analysis?
- For each manager/leader identified above, answer the following questions:
 - In what situations does this manager (and the manager's tendency) seem to be very effective?
 - In what situations does this manager (and the manager's tendency) seem to be less effective?
 - How does this manager balance their tendency toward one predominant style?



*"There's a little truth in
all jive, and a little jive in
all truth."*

Leonard Barnes

3. How would you describe YOUR leadership tendency? (Consider the results that you calculated on page 13.)
- _____
- _____
- _____
- _____
4. In what situations do you (and your tendency) seem to be very effective?
- _____
- _____
- _____
- _____
5. In what situations do you (and your tendency) seem to be less effective?
- _____
- _____
- _____
- _____
6. What can you do to balance your tendency toward one predominant style?
- _____
- _____
- _____
- _____
7. Other notes:
- _____
- _____

"Three things cannot be long hidden: the sun, the moon, and the truth."

Buddha

Activity 3: Sacred Cows

If there is a single, resounding message from Dr. Mintzberg's presentation, it is: THINK! Leadership and management involve difficult, complex decisions that aren't simply black or white, right or wrong, true or false.

However, in our organizations, we often create our own half-truths and hold them as irrefragable, as unquestionable truth. They are known by skeptics as sacred cows.

"Sacred cow" is defined in Webster's Dictionary as, "any person or thing regarded as above criticism or attack."

Sacred cows are those systems, strategies, policies, procedures, and routines that have become "standard operating procedure". Sacred cows slow us down, preventing us from reacting quickly and effectively to change and opportunities. They are sacred because that's the way it's always been done.

Robert J. Kriegel, Ph.D.

Every organization has ways of operating – ways of doing things that have become automatic and unquestioned. Mandatory meetings, regular reports, "the customer is always right," consensus decision making, teamwork, "increase shareholder value," zero tolerance for mistakes, and other "truisms" may have once worked. But it may also be true that they are not as effective or relevant today; in effect, sacred cows are half-truths!



1. Identify one or two sacred cows in your department or organization. If you can, provide the rationale for their existence.

2. Pick one of the sacred cows above and consider the following questions:

- How might these sacred cows prevent desired actions from occurring?

"Man will occasionally stumble over the truth, but most of the time he will pick himself up and continue on."

Winston Churchill

- What result is desired from acting in accordance with the sacred cow? (Weekly staff meetings, for example, may have been established to ensure that everyone is updated on important decisions on an initiative that has long since disappeared. Having everyone on the same page continues to be important.)

- What other mechanisms may be considered to ensure that the benefits of the sacred cow continue (if there are any) while simultaneously reducing the negative impact of the sacred cow? (For example, instead of a weekly staff meeting, the group administrator could compile and disseminate status information via email. Or the staff meeting could take place less frequently since the urgency may no longer exist.)

3. What might prevent you from making the above changes?

"It's not what you don't know that hurts you. It's what you know that just isn't so."

Satchel Paige

Activity 4: Pick a Half-Truth, Any Half-Truth

Dr. Mintzberg identifies ten half-truths in his presentation. Select one half-truth that especially appeals to you in your leadership/management role. On the following page, create two lists: one list supporting the truth of the statement and a second list presenting arguments against the half-truth. Be prepared to explain your lists.

#	Half-Truth	The Other Half of the Half-Truth
1/2	We live in times of great change.	We don't notice all the things that haven't changed.
1 1/2	The world is becoming more global.	The world has long been global, and business too remains local.
2 1/2	There is a new economy.	There is always a new economy.
3 1/2	Management sits on top.	A management that sits on top of a network organization is out of it.
4 1/2	From this top come decisions and strategies for everyone else to implement.	From everywhere, "implementation" included, come little decisions that can emerge into big strategies.
5 1/2	People are human resources.	I am a human being. Are you a human resource?
6 1/2	These human resources need to be empowered.	In a healthy organization, human beings are naturally empowered. (They can, however, be inspired.)
7 1/2	Organizations need heroic leaders.	Organizations need engaged people—quiet, humble, thoughtful. (Leaders too!)
8 1/2	These heroic leaders embrace change; those human resources resist it.	Engaged people resist the ill-considered changes of heroic leaders, promoting other necessary changes instead.
9 1/2	Measurement counts.	Measurement mesmerizes, and so confounds.
10	MBA programs develop managers (whole falsehood).	You can't create a manager in a classroom. But you can help develop practicing managers there.
11 1/2		

Write the half-truth here: _____

#	Arguments Supporting the Half-Truth	Arguments Against the Half-Truth
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		

*"Success is never final.
Failure is never fatal. It is
courage that counts."*

Winston Churchill

Final Activity: Action Planning

- Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

- Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

- What do you need to do by the end of this month?

- What do you need to do by the end of this week?

- What do you need to do tomorrow?

Books Written or Co-Written by Dr. Henry Mintzberg

The following books are written or co-written by Dr. Henry Mintzberg and are listed in order of publication date:

- Managers not MBAs: A Hard Look at the Soft Practice of Managing and Management Development. Henry Mintzberg. Berrett Koehler, 2004.
- Why I Hate Flying. Henry Mintzberg. Thompson, 2000.
- Strategy Safari: A Guided Tour Through The Wilds Of Strategic Management. Henry Mintzberg, Bruce Ahlstrand, and Joe Lampel. Free Press and Prentice-Hall International, 1998.
- The Rise and Fall of Strategic Planning: Reconceiving the Roles for Planning, Plans, Planners. Henry Mintzberg. Free Press and Prentice-Hall International, 1994.
- Mintzberg on Management: Inside Our Strange World of Organizations. Henry Mintzberg. Free Press, 1989.
- Managing Publicly. Henry Mintzberg and Jacques Bourgault. Institute of Public Administration of Canada, 2000.
- The Canadian Condition: Reflections of a “Pure Cotton”. Henry Mintzberg. Stoddart [en français: Les Propos d’un “Pur Coton”: Essai sur la Prombématique Canadienne, Québec/Amérique], 1995.
- The Strategy Process. Henry Mintzberg, J. Lampel, S. Ghoshal, J.B. Quinn. Second Edition, Prentice Hall, 1991.
- Structure in 5’s: Designing Effective Organizations. Henry Mintzberg. Prentice Hall, 1983.
- Power In and Around Organizations. Henry Mintzberg. Prentice Hall, 1983.
- The Structuring of Organizations: A Synthesis of the Research. Henry Mintzberg. Prentice-Hall, 1979.
- The Nature of Managerial Work. Henry Mintzberg. Harper and Row, 1973. (Reissued by Prentice-Hall, 1983).

SECTION 2

FORMS

Question Sheet

Use this form to write your question for Dr. Henry Mintzberg for discussion. Please write legibly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)

Tel 801.303.7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

Half Truths of Leadership Featuring Dr. Henry Mintzberg

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales

Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

3) Any suggestions on what we can do to improve?

4) May we use any of these comments for promotional purposes (including name and organization)? Y N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session? Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series? (Please rate your top five, "1" being most interested)

___ James Champy
___ Deborah Tannen
___ Steve Jobs
___ Philip Knight

___ Edgar Shein
___ Maya Angelou
___ Francis Hesselbein
___ John Scully

___ Margaret Wheatley
___ Robert Kaplan
___ Chris Argyris
Other _____

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